



February 19, 2024

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue NW
Washington, DC 20004

Dear Chairman Mendelson:

Enclosed are the responses to the Committee of the Whole performance oversight hearing preliminary questions for the Metropolitan Washington Council of Governments. I look forward to the opportunity to meet with the committee on February 21.

If you have any questions or need further information, please let me know.

Sincerely,

Clark Mercer
Executive Director

The Metropolitan Washington Council of Governments (COG) is a membership organization of local elected officials from the District of Columbia and 23 other area jurisdictions representing nearly six million residents in Maryland and Virginia. The region's state and federal elected delegations also are members of COG. Three independent policy boards direct COG's work, including the COG Board of Directors, the National Capital Region Transportation Planning Board (TPB) – which is the region's federally-designated Metropolitan Planning Organization – and the Metropolitan Washington Air Quality Committee (MWAQC), which prepares the region's air quality plans to comply with federal law. COG's work is funded by government grants, membership dues, and private foundations. (The Council of Governments could not supply information on questions directed specifically to city agencies and therefore answered with "not applicable.")

1. COG's organizational chart is attached. COG currently has 129 FTEs and 16 vacancies.
2. Not applicable.
3. Payments to the Metropolitan Washington Council of Governments from the District of Columbia for Fiscal Year October 1, 2022 – September 30, 2023 are listed below (estimates).
 - COG Membership Dues - \$593,785: DC's share of membership contributions to COG, allocated on a per capita fee basis. Provides match funds to leverage federal and other resources that support transportation planning, air quality monitoring, and other regional programs. Also supports regional priorities that do not have other sources of funding (health, housing, and others). Provides the structure, facilities, and staffing to initiate and support regional planning and collaboration and member services, such as cooperative purchasing.

Transportation Planning

- Unified Planning Work Program (UPWP) - \$3,064,281 (DC DDOT): DC's share of regional transportation planning funds under the federally designated regional metropolitan planning organization, the Transportation Planning Board, for planning activities that ensure the flow of federal transportation funds to local, regional, and state transportation agencies. Funding is 90% federal.
- Commuter Connections (CCWP) - \$552,384 (DC DDOT): DC's share of funding for a regional program designed to promote alternatives to single occupancy driving. Includes programs and services such as ridesharing, guaranteed ride home, promotion of public transit, and events such as "Bike to Work Day" and "Car Free Day" that are designed to ease traffic congestion and reduce vehicle emissions. Funding is 80% federal.
- Metropolitan Area Transportation Operations Coordination (MATOC) - \$714,154 (DC DDOT): DC's share of funding for the MATOC program & Regional Integrated Transportation Information System for real-time transportation situational awareness. Funding is 83% federal.
- Street Smart Campaigns - \$387,287 (DC DCOT): DC's share of funding for a region-wide public safety campaign that educates drivers, pedestrians, and bicyclists about safe use of roadways.

Homeland Security and Public Safety

- Homeland Security Executive Committee (HSEC) and Regional Homeland Security Support and Staffing- \$1,626,936 (DC HSEMA): DC HSEMA, in its role as State Administrative Agency (SAA) for regional homeland security funding under the DHS/FEMA Urban Areas Security Initiative (UASI), provides funding to COG for research, information, and materials to support regional homeland security. This includes security threat prevention priorities, regional decision-making, regional agreements and policies, planning, and other related activities to support all regional subject matter expert committees such as police, fire, emergency managers, health officials, emergency transportation, interoperable communications, 9-1-1 directors, water and energy security, and other cross-cutting programs. Funding is 100% federal.
- Regional Public Safety Fund - \$79,856 (DC HSEMA): The Regional Public Safety Fund provides direct services and support to participating local governments for three critical public safety programs previously funded by federal urban areas security initiative, plus a new program reflecting a high priority need for the region. Funding will support development and maintenance of public safety memoranda of understanding and regional public safety policies, support interoperability and coordination of essential emergency preparedness and response capabilities. A priority included in the fund supports the development of leaders at all levels (elected/policy officials, city and county managers, subject matter experts and first responders) through a new regional training program designed to support long-term understanding and commitment to a regional homeland security and public safety perspective. The District will benefit from this on many levels including the cultivation of the next generation of leadership.
- Regional Public Safety Projects - \$ 451,264 (DC BUDGET OFC)
 - Automated Fingerprint Identification System (AFIS): AFIS allows for the rapid search of latent fingerprints from crime scenes developed through the arrest/booking process from multiple agencies in the NCR. The combined effort of AFIS data in the region has resulted in an arrest database with two million records on three independent, yet connected, sites available to all approved law enforcement personnel.
 - NCR Geospatial Data Exchange (NCRGDX): The NCRGDX provides a known, common platform for the exchange of contextual and emergency event related geospatial data for emergency management and response. Computer aided dispatch (CAD) to geospatial information systems (CAD2GIS), a component of the NCRGDX program, assists in multi-jurisdictional and local emergency event coordination. CAD2GIS gives incident or area commanders a view into the status and location of fire and rescue units and incidents that no other system can provide. NCRGDX helps leaders and responders to understand a situation through the power of maps garnered from the authoritative sources, the actual municipalities experiencing the incident.
 - License Plate Readers (LPR): The NCR Law Enforcement LPR program collects and allows authorized personnel to rapidly access regional LPR data to receive early warnings about potential threats, support investigations, and conduct day-to-day law enforcement activities. LPR cameras capture photos of license plates, convert them to data, and compare them to stolen car, wanted person, unregistered vehicle, and other databases. When a match occurs, the system alerts law enforcement so they can respond promptly. Developed and maintained by UASI funds, the LPR program includes mobile, portable, and fixed cameras that share information between more than two dozen federal, state, local, and regional law enforcement partners.

- Identity and Access Management Services (IAMS): IAMS allows first responders and other emergency support functions (ESF) in the NCR to use a single, familiar username/email address and strong password combination to access regional and shared applications. This concept of "single credential" that is used for any authorized application is a faster, easier, trusted, and secure common utility, that does not require additional regional credentialing administration overhead.
- NCR Law Enforcement Information Exchange (LInX) - \$30,000 (DC MPD): The NCR-LInX program provides authorized law enforcement personnel with rapid electronic access to law enforcement records, mugshots, and other data from 14 regional LinX/DDEx programs, the FBI, and federal partners. There are 199 federal, state, and local law enforcement agencies in the NCR that access and share data using LinX. Through LinX, law enforcement agencies can query more than 1.5 billion law enforcement records.
- Homeland Security Projects - \$3,820,825 (DC HSEMA): Provides financial and procurement management and subject matter expertise for homeland security consulting services, equipment purchases, training and exercise projects on behalf of the region and DC, when requested by DC HSEMA as SAA. Funding is 100% federal.
- FY2017 and FY2020 Securing the Cities Program - \$3,001,616 (DC MPD): This project was centered around building a robust steady state PRND capability in the NCR to ensure detection and/or deterrence capabilities are in place prior to radiological or nuclear materials entering the National Capital Region. The project equipped and trained first responders throughout Virginia, Maryland, and the District of Columbia for radiological/nuclear incidents. Federal funding.
- Police Special Activities - \$1,175 (MPD): Contribution for special activity funds, SWAT training fund, and Problem Management and Recording

Environmental Programs

- Metropolitan Washington Air Quality Committee (MWAQC) - \$44,206 (DC DOEE): DC's share of funding for the regional air quality planning program under the regional body certified under the Clean Air Act to carry out these functions for the region. Supports DC and state air and transportation agencies and local environmental departments in developing plans and documentation for meeting Clean Air Act requirements for public health protection and supports local actions to improve air quality. Establishes limits on emissions from transportation sources used by the Transportation Planning Board (air quality conformity).
- Regional Environmental Fund - \$91,814 (DC DOEE & DPW): DC's share of funding for the regional program established in 1988 to support COG's climate, energy, solid waste and recycling, urban forestry, and other environmental programs under the auspices of COG's Climate, Energy, and Environment Policy Committee (CEEPC) and supporting technical committees. Includes establishment of regional climate and energy goals, strategies to facilitate deployment of renewable energy, and technology solutions to reduce greenhouse gas emissions and save energy.
- Clean Air Partners - \$141,721 (DC DOEE): DC's share of funding that supports a public-private partnership operating through COG. Clean Air Partners works to improve the health and quality of life of residents in the Washington metropolitan area in collaboration with the Baltimore Metropolitan Council. The partnership educates the public and businesses about health risks associated with poor air quality and encourages simple actions to protect public health.

- Anacostia Watershed Restoration Program - \$172,141 (DC DOEE): DC's share of funding for the Anacostia Watershed Restoration Agreement, entered into by DC, Maryland, Montgomery County, and Prince George's County, in collaboration with federal and regional agencies and non-profit organizations. Funding supports COG's work to facilitate the restoration of the river and its tributaries through application of best practices and advanced stormwater management techniques. Also provides decision support to the Anacostia Watershed Steering Committee and subcommittees.
- Monitoring for Trash in District Waters - \$77,250 (DC DOEE): Contract with COG to conduct monitoring for trash along waterbodies located in DC. Data is used to support analysis and development of trash reduction strategies and policies.
- Stream Restoration Monitoring - \$66,523 (DC DOEE): Contract with COG to monitor and document areas of stream bank instability and stream biological conditions so DC DOEE can address stream restoration needs and results. Funding is 100% federal.
- Regional Food and Agriculture Regional Member (FARM) Fund - \$36,418: regional fund to support the development of long-term regional direction and collaboration toward a more resilient, connected food and farm economy (food system) across urban, suburban and rural communities in the metropolitan Washington region that provides more of the region's food needs.

Total Estimate for DC Fiscal Year 2023: \$14,953,637

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 - A. There were no investigations, studies, audits, or reports affecting the District at any time in 2023 or 2024.
 - B. There are no ongoing investigations, audits, or reports affecting the District.
5. Benefits to the District of Columbia in being a member of COG include:

COG is the go-to forum, a hub of expert analysis, data, plans, and strategies helping practitioners be more effective and efficient in their home jurisdictions. Every month, over 1,500 officials and experts connect through COG to share best practices and promote regional coordination. There is no place like COG for this level of coordination in our region. Elected officials, senior member jurisdiction staff, and planners alike convene at COG to tackle issues that affect DC and our region as a whole. Being a member of COG ensures that the city's point of view is heard and your leadership is at the table. COG membership enables access to more than 130 in-house experts on a range of technical fields in transportation, the environment, land use, housing, public safety, and more. COG expertise saves members money through research, consultants, regional analysis, and publications.

Transportation:

COG is home to the region's Metropolitan Planning Organization or MPO. COG staffs the National Capital Region Transportation Planning Board or TPB, one of over 300 MPOs in the country. The TPB is charged with reviewing plans and programs that seek federal transportation funding. In addition to coordinating transportation across a multijurisdictional region, the TPB is the hub for expert analysis and regional plans. DC's engagement with the TPB has been critical to receiving federal transportation funding.

The Transportation Improvement Program (TIP) is a 6-year financial program that describes the schedule for obligating federal funds to state and local projects. The TIP contains funding information for all modes of transportation including highways and HOV as well as transit capital and operating costs. State, regional, and local transportation agencies update the program every two years to reflect priority projects in the Visualize 2045 long-range plan. The District of Columbia will receive over \$2 billion in funding in the 2019 – 2024 plan.

The Transportation Alternatives Set-Aside Program allocates federal reimbursable aid for capital improvements considered as alternatives to traditional highway construction. The TPB works with the District of Columbia, Maryland, and Virginia to coordinate each state's application process in the region. In FY2023-2024, DC received six grants totaling \$2.3 million.

The Transportation Land-Use Connections Program (TLC) is funded with TPB planning funds to provide short-term consultant services to local jurisdictions for small planning projects that promote mixed-use walkable communities and support a variety of transportation alternatives. In FY2023 the District received \$115,000 for consultant services for a Independence Avenue Corridor Study and a Delivery Microhub Feasibility Study.

The Federal Transit Administration's (FTA's) Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310) provides funding for transportation for people with disabilities and older adults who have difficulty using public transit or need improved access. COG is the Designated Recipient for this program for the Washington DC-VA-MD Urbanized Area. In FY23, programming in the District through Capitol Hill Village totaled \$695,000.

The Regional Roadway Safety Program provides short-term consultant services to member jurisdictions or agencies to assist with planning or preliminary engineering projects that address roadway safety issues. The program encourages cross jurisdictional and/or multi-agency cooperation to improve safety on corridors or in areas that straddle jurisdictional boundaries.

The Transit Within Reach Program funds design and preliminary engineering projects to help improve bike and walk connections to existing high-capacity transit stations or stations that will be open to riders by 2030. The program places special emphasis on projects that improve access in TPB Transit Access Focus Areas (TAFAs), which have been identified as prime locations for small capital improvements.

The Street Smart campaign has made over 150 million media impressions, aired by 15 partner radio stations and through Metrorail and Bus ads. This campaign continues to highlight the ongoing need for pedestrian and cyclist safety.

For over 40 years, COG's Commuter Connections has helped area workers get to their jobs more efficiently through car and van pools, offering the citizens of our region a better way to work and a guaranteed ride home.

Environment:

COG's work engages leaders in various environmental fields from water quality experts to urban foresters. COG and its member governments play key roles in planning and outreach to reduce air pollution. COG supports ongoing efforts to ensure a safe water supply and to revitalize local waterways through wastewater and stormwater planning. It promotes energy conservation, alternative energy sources, and green building and fleet policies to help reduce regional greenhouse

gas emissions. COG also promotes recycling and supports efforts to enhance and preserve forestry resources and agriculture.

COG's Water Resources Program assists local government members, and affiliated wastewater treatment and drinking water utilities, with protecting, restoring, and conserving these resources. The program also helps them address the policy and technical implications of various state and federal initiatives that have water quality and water resource implications for the region. COG's Regional Water Quality Management Program (RWQM) addresses a wide range of technical and policy issues that affect the tidal estuary portion of the Upper Potomac River and its tributaries, and that may have implications for the region's water quality and water resources. The Community Engagement Campaign, a partnership between COG and the region's water and wastewater utilities accomplishes several efforts, including regional Drug Take Back campaigns and the Protect Your Pipes Campaign. As part of the TapIt Program, people can fill up their water bottle with tap water at hundreds of locations across the region, reducing waste from plastic bottles.

COG, through the Metropolitan Washington Air Quality Committee (MWAQC), coordinates regional air quality planning activities, reviews policies, resolves policy differences, and adopts air quality plans for transmittal to the District of Columbia, Maryland, and Virginia. MWAQC members include area elected officials, environmental directors, and state air management and transportation officials. COG has also been providing regional air quality forecasts since the 1970s, and its Clean Air Partners and DMV Climate Partners programs educate people on ways to reduce air pollution and protect their health.

COG's Climate and Energy Program is one of the nation's first initiatives to address heat-trapping emissions on a regional level. The program provides a roadmap and tools to communities seeking more sustainable options for growth and development. Communities in the region are implementing renewable energy, energy efficiency, purchasing green power, facilitating electric vehicle adoption, and other programs to help reduce greenhouse gas (GHG) emissions. The region has met its 2020 goal to reduce greenhouse gas emissions to 20 percent below 2005 levels. In November 2020, COG approved the *Metropolitan Washington 2030 Climate and Energy Action Plan*, outlining collaborative actions the region should take to meet its shared climate goals. The plan includes a new greenhouse gas emission reduction goal - a 50 percent reduction in GHG emissions below baseline levels, or 2005 emission levels, by 2030.

COG's Go Recycle campaign educates the public about the benefits of recycling, particularly in the workplace. It creates a regional impact that would be impossible for a single jurisdiction to achieve by promoting recycling on its own.

COG's Urban Forestry Program is one of planning and planting, actively enhancing the preservation of forestry resources in the region through projects and workshops with member governments in cooperation with federal, state, and local forestry program partners. Through regional forest cover analysis, the program examines gaps in the forest canopy and forest habitat to target areas for reforestation and enhancement.

COG's Green Infrastructure Program examines regional green space and open space land cover types from urban pocket parks to urban agriculture; from small forest plots to large forestlands, meadow and farmland tracts. COG produced the first comprehensive regional green infrastructure land cover maps in 2004 using 1999/2000 Landsat imagery and produced an update in 2013 using 2011 imagery.

COG's Food and Agriculture Regional Member (FARM) Policy Committee was established to provide information on the current and historical state of agriculture in metropolitan Washington and to create a regional agriculture network to link farmers, consumers, and policymakers with the goal of improving the region's food system. In addition to assisting COG in continuing its food security programming and collaboration, the committee will identify new opportunities to work together over the longer-term to create a more resilient, connected food and farm economy across urban, suburban, and rural communities throughout the region.

Homeland Security and Public Safety

COG brings police chiefs, fire chiefs, emergency managers, and other leaders together as part of its work to strengthen regional public safety coordination, homeland security planning, and emergency communication.

COG has played a key role to significantly increase the region's ability to protect against, prepare for, and respond to natural, manmade, and terrorist-related threats. COG helps strengthen regional homeland security and emergency preparedness through:

- Coordination of regional priority setting
- Facilitating regional mutual aid and other public safety agreements
- Supporting emergency communication and coordination
- Providing decision support through leveraging subject-matter experts
- Facilitating emergency training and exercises and after-action assessments
- Directly administering approximately 20 grants to strengthen the region's emergency preparedness
- Supporting the National Capital Region Homeland Security Executive Committee (HSEC)

Throughout its history, COG has championed public safety planning and coordination, such as its ongoing support of regional mutual aid agreements. These cooperative agreements allow police, fire, and other emergency resources to be shared across jurisdictional borders and have aided regional responses from the 1968 civil disturbances following the assassination of Dr. Martin Luther King Jr. to the 9/11 terrorist attacks to the 2021 Capitol riots and presidential inauguration.

In addition to strengthening emergency response, COG brings together first responders—including the region's police and fire chiefs—to address public safety issues at the regional scale, ranging from gangs to drunk driving to fire safety. COG's police committees are a venue for officials to share best practices and innovative law enforcement strategies. COG supports police, fire/EMS, and emergency management officials as they work on communications interoperability and training. COG also convenes other public servants dedicated to ensuring safe communities, such as corrections and animal services officials.

COG has helped enhance emergency communication among officials across the region in a variety of ways. After 9/11, COG created and maintains the Regional Incident Communication and Coordination System (RICCS), a 24/7 system that helps officials communicate during emergencies. There are currently 222 District officials signed up to receive RICCS notifications. COG coordinates regional conference calls for snow or other weather-related emergencies where leaders discuss conditions and make decisions on operating statuses, such as closing government offices. COG works to ensure reliable and uninterrupted 9-1-1 service as well as citizen warning systems and emergency text and email alert systems.

Community Planning:

To shape more livable and prosperous communities, a key focus of the Region Forward Vision, the Council of Governments promotes regional cooperation on planning, the economy, and housing options for all residents. COG informs area decision-makers with population, employment, and housing forecasts, and shares best practices and data on affordable housing and homelessness. COG proposes strategies to support sound land use and high-quality development in Activity Centers—the locations that can best accommodate the region’s growth. COG and its members also coordinate on public health and child welfare programs.

COG's Regional Planning and Analysis Program works collaboratively to support local, state, and federal planning activities. The program is responsible for developing long-range regional planning goals and integrating planning policies around land use, transportation, housing, and the environment. Long-range forecasts provide data necessary for analyzing the effects of growth, developing policy responses to regional issues, ensuring air quality conformity of transportation plans, and determining the demand for public facilities. COG's Cooperative Forecasting Program provides regularly updated population, household, and employment forecasts for use in planning and modeling activities at COG, the Transportation Planning Board, and other state, regional, and local agencies.

COG supports local land use planning and Activity Centers by analyzing growth, providing technical assistance, and sharing best practices for placemaking and development. And since transportation and land use are closely linked, COG Department of Community Planning and Services staff work with their COG Department of Transportation Planning counterparts to support better planning through efforts such as scenario planning and the Transportation Land-Use Connections Program.

COG shares housing data, best practices, and tools to help encourage the production and preservation of more affordable housing, such as its 2030 Regional Housing Targets. Through strategic partnerships, COG and its members build greater awareness of the region's affordable and fair housing needs. COG also supports the housing needs of the region's most-vulnerable population, homeless individuals, and families. COG, area governments, and homeless services providers conduct an enumeration of the region's homeless and formerly homeless population every year to assess the scale of the issue and progress on local efforts to end homelessness. COG works to support local governments in their duty to further fair housing and increase affordability through projects like the Regional Fair Housing Equity Plan and the Housing Affordability Planning Program.

COG's Health Program supports the region’s Health Officials Committee by developing relationships with regional programs that impact public health. The program focuses on tracking regional health trends, promoting health in all policy making, and responding to specific public health concerns and emerging issues—including preparing for and coordinating during health emergencies.

COG’s Child Welfare Program helps find loving homes for area foster children. COG works with local and state child welfare agencies to bolster foster and adoptive parent recruitment and retention.

Cooperative Purchasing:

The COG Cooperative Purchasing Program reduces costs through economies of scale created through volume buying. By taking advantage of the combined purchasing power of participating jurisdictions, volume buying saves jurisdictions and their taxpayers money. The program also promotes sharing information among area purchasing officials and encourages continuing education

for procurement professionals throughout the region. Through the Chief Purchasing Officers Committee, participating agencies, school boards, authorities, and commissions cooperatively bid on more than 20 different purchases, resulting in larger volume and better unit pricing. Members also have the opportunity to use the COG Rider Clause to join thousands of existing contracts and avoid the need to do in-house bidding.

To our knowledge, the District of Columbia currently participates in the following COG Cooperative Purchasing Contracts:

- Road Salt – estimated savings of \$20,000 a year
- Health & Wellness Program Services – estimated savings of \$50,000 a year
- Self-Contained Breathing Apparatus – estimated savings of \$38,000 this year
- Automated License Plate Reader Systems and Maintenance – participation expected in 2024

The following additional cooperative purchasing opportunities are available for the District of Columbia to utilize and realize large cost savings:

- Bottled Water
- Diesel Fuel
- Unleaded Gasoline
- Staffing Services
- Electric Vehicle Fire Response Equipment
- Subscriber Radio Systems
- Radioactive Isotope Identification Devices (Type II)
- Public Safety Planning, Training, and Exercise Services
- Transportation Land-Use Connections Planning and Design Studies
- Regional Roadway Safety Program Planning and Design Studies
- Greenhouse Gas Inventory, Mitigation Planning, and Implementation Consultant Support
- EPA Climate Pollution Reduction Grant Planning Support
- Information Technology Staff Augmentation Services
- Racial Equity Education & Training Services

6. The top five priorities for the Council of Governments in 2024 include (order not indicative of importance of priority):

- 1) Addressing the region's housing needs – in 2019 the COG Board of Directors concluded a year-long effort with local planning and housing directors to address the region's housing needs by adopting Regional Housing Targets. The three targets call for 75,000 additional housing units by 2030 beyond the 245,000 units already anticipated, 75 percent of the units in Activity Centers or High-Capacity Transit Station Areas, and 75 percent of the units affordable to low-and middle-income households. Over the last few years, COG collaborated closely with the District of Columbia and seven local jurisdictions in Maryland and Virginia to help them meet fair housing requirements through development of the Regional Fair Housing Plan (also known as the Regional Housing Equity Plan), marking the first time in 25 years that local jurisdictions have joined together to create a joint plan for metropolitan

Washington. To further support the work of the Regional Fair Housing Plan, COG has applied for federal funding through the Pathways to Removing Obstacles to Housing (PRO Housing) to identify and remove barriers to affordable housing production and preservation. Grantees may use awards to further develop, evaluate, and implement housing policy plans, improve housing strategies, and facilitate affordable housing production and preservation. This is a unique opportunity that could be instrumental in creating more affordable housing in the region. In 2024, COG will administer the second third round of the Housing Affordability Planning Program (HAPP) supporting planning initiatives and projects that could increase the amount and affordability of housing near transit.

- 2) Combatting climate change – COG staff will work towards the regional climate goal outlined in the *Metropolitan Washington 2030 Climate and Energy Action Plan* calling for a 50 percent reduction in GHG emissions below 2005 baseline emission levels. Transitioning towards zero emission vehicles and building out the regional electric vehicle (EV) infrastructure network are key GHG mitigation strategies identified in the Metropolitan Washington 2030 Climate and Energy Action Plan. The board recognizes the need for increased collaboration to support EV plans, programs, and policies as necessary to meet regional climate goals. In 2023 the COG Board (1) established a Regional Electric Vehicle Deployment (REVD) Working Group to serve as a forum for members to collaborate and coordinate action; and (2) called for the development of an EV Deployment Clearinghouse. In 2024 COG will focus on supporting the Board’s new regional solar energy goals including (1) deployment of 250,000 solar rooftops by 2030; (2) supporting members to install solar on government facilities, including public schools, government buildings, and carports; (3) urging all COG members to explore procuring 100 percent of electricity for government operations with renewable energy; and (4) encourage all members to support community-wide efforts to deploy solar through programs for low-income residents; effective industry engagement; efficient zoning and permitting; provision of incentives, rebates, and grants; support for bulk purchasing and solar co-ops and community choice aggregation; and work force development;
- 3) Advancing racial equity – racial equity is a fundamental COG value, which has been affirmed by the Board of Directors in Resolution R26-2020 approved in July 2020. The board affirms that COG’s work will be anti-racist, will advance equity, and that equity will be woven into COG’s vision, programs, and priorities. COG established the Chief Equity Officers Committee, comprised of the Chief Equity Officer or equity lead from each member jurisdiction to serve as the hub for advancing racial equity initiatives throughout the region, within COG’s member local governments, and through COG’s work. COG will continue to work to support the committee and our member jurisdictions in advancing racial equity within their local government policies and practices. In 2024, COG will be hosting a series of trainings focused on teaching local government practitioners how to incorporate equity into comprehensive plans in zoning and planning.

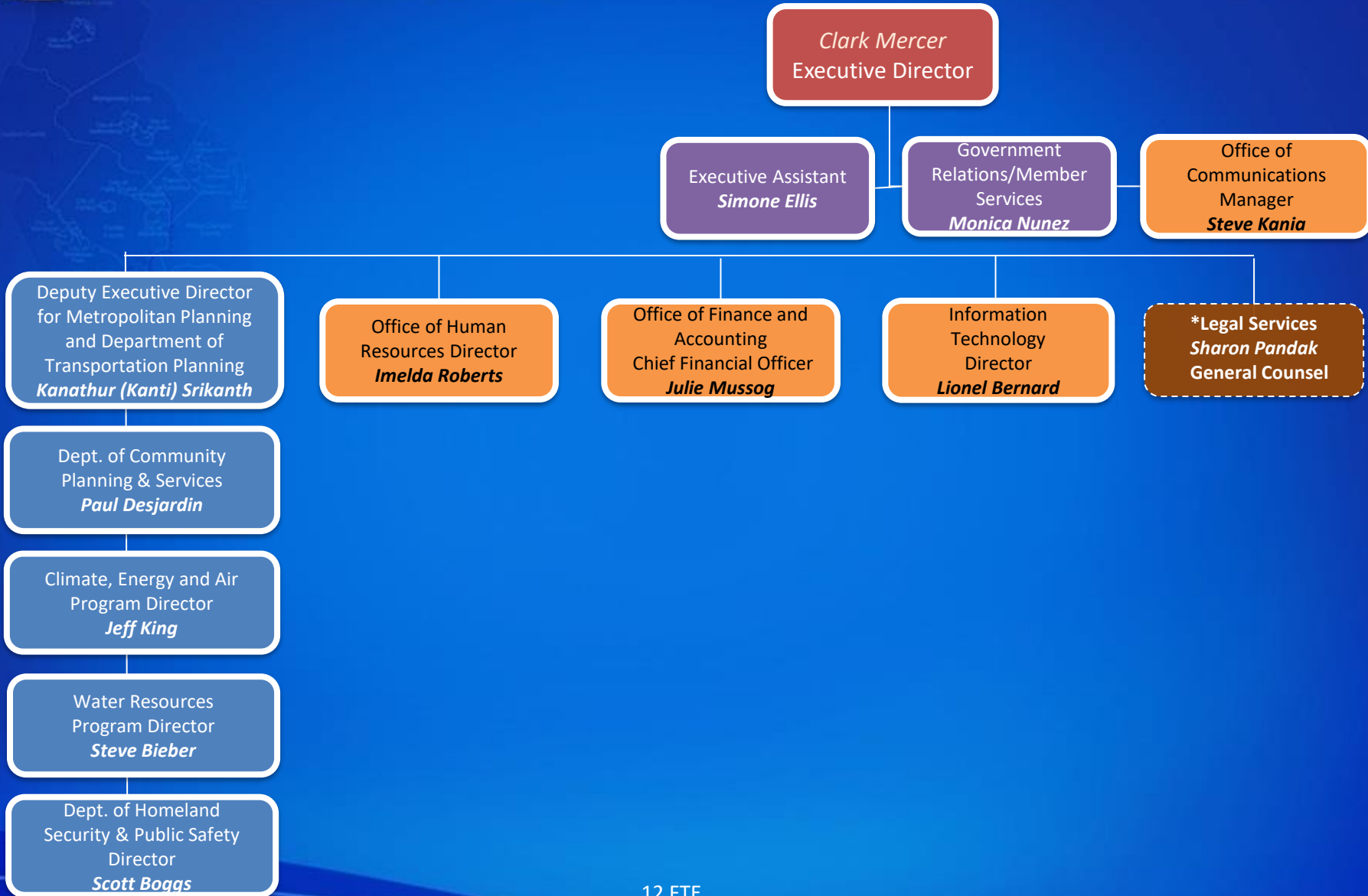
- 4) Protecting the region's air and water - COG will continue to coordinate regional planning and policy related to improving the region's air quality as well as protecting its waterways. Actions at the federal, state, and local levels to reduce air pollutants over the past 20 years have led to a significant decrease in unhealthy air days, from 64 in 2001, to 8 in 2021, to only 3 in 2022. However, due to the Canadian wildfires in 2023, our region experienced 20 unhealthy air days last year. Last year's increase in unhealthy air days shows that, despite vast improvements to air quality in the region, there is still much more that can be done to increase our resilience to extreme weather and ensure a safe and healthy environment in our communities. COG will continue to lead efforts to coordinate air quality planning, pollution monitoring, and communication on air quality events for the region.

Area wastewater treatment plants, including the Blue Plains Advanced Wastewater Treatment Plant in the District of Columbia, now achieve some of the highest standards anywhere in the United States. The District of Columbia is among the region's leaders with its Clean Rivers Project, stormwater credit trading program, and green infrastructure solutions. COG is working with water utilities and other partners in the region to obtain funding for a proposed U.S. Army Corps of Engineers feasibility study of the region's water supply, including the identification of a secondary water source and additional water storage capability for the metropolitan Washington region.

- 5) Metro funding – ensuring the financial sustainability of the Washington Metropolitan Area Transit Authority (WMATA/Metro) remains a priority for COG. In 2023 the COG Chief Administrative Officers Committee worked with WMATA staff and the District of Columbia Chief Financial Officer to conduct a thorough review of WMATA's cost structure to independently analyze and verify the magnitude of the system's budget deficit, identify ways to optimize the funding needed for FY2025, and to identify actions to provide stability and predictability for WMATA's operating costs into the future. The Chief Administrative Officers Workgroup on WMATA Cost Structure – Interim Report was released in December 2023 making a number of recommendations to address the short-term funding deficit and overall financial stability of Metro; In 2024 COG will continue to work with local, state and federal officials to pass the necessary legislation to allocate additional operating funds to address Metro's short-term operating funding deficit in FY2025 and FY2026. Furthermore, COG is committed to collaborating with WMATA, local, state, and federal officials, in addition to the private and nonprofit sectors, to identify a long-term funding solution for the regional transit system.

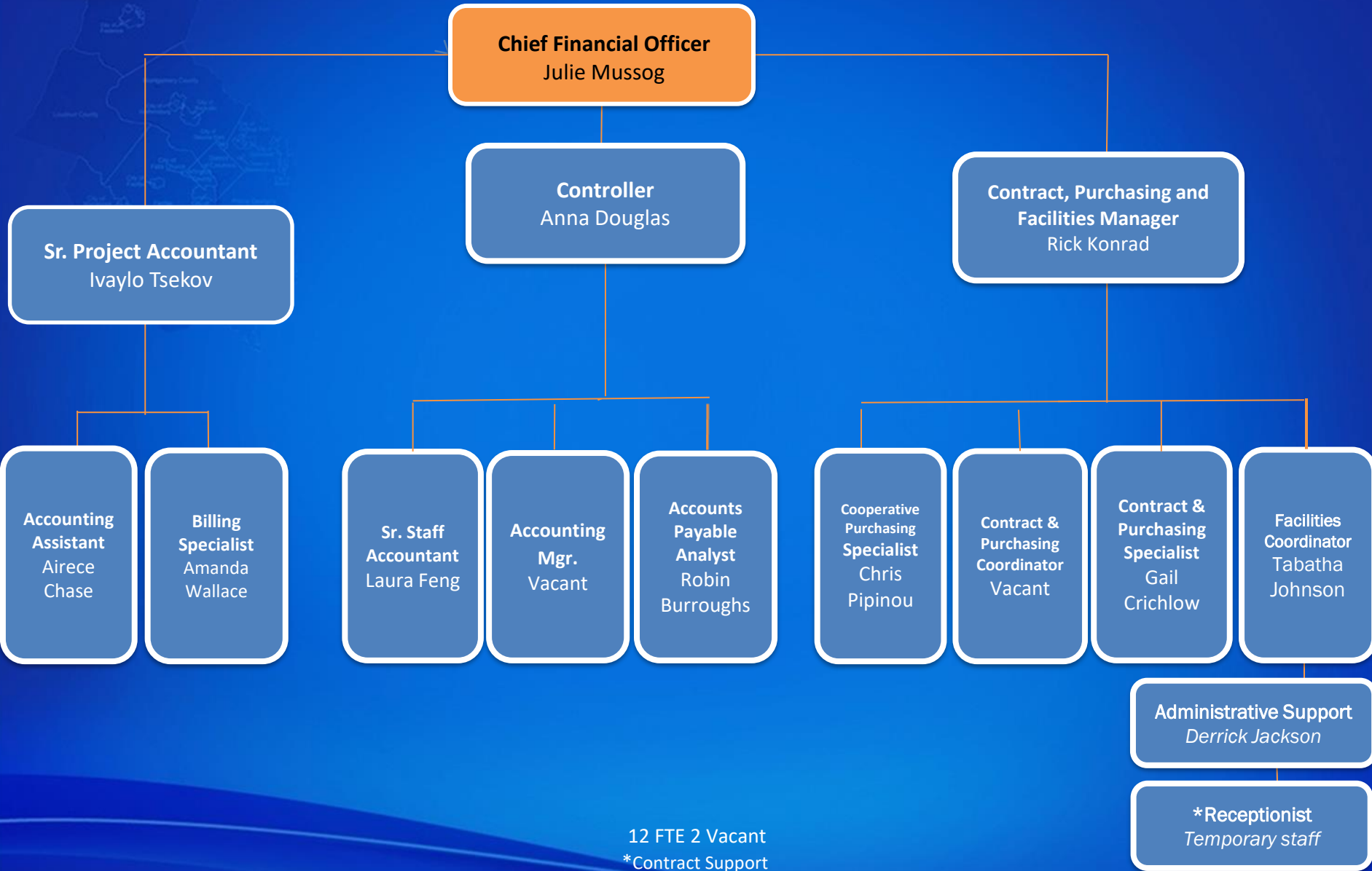


COG STAFF ORGANIZATIONAL CHART



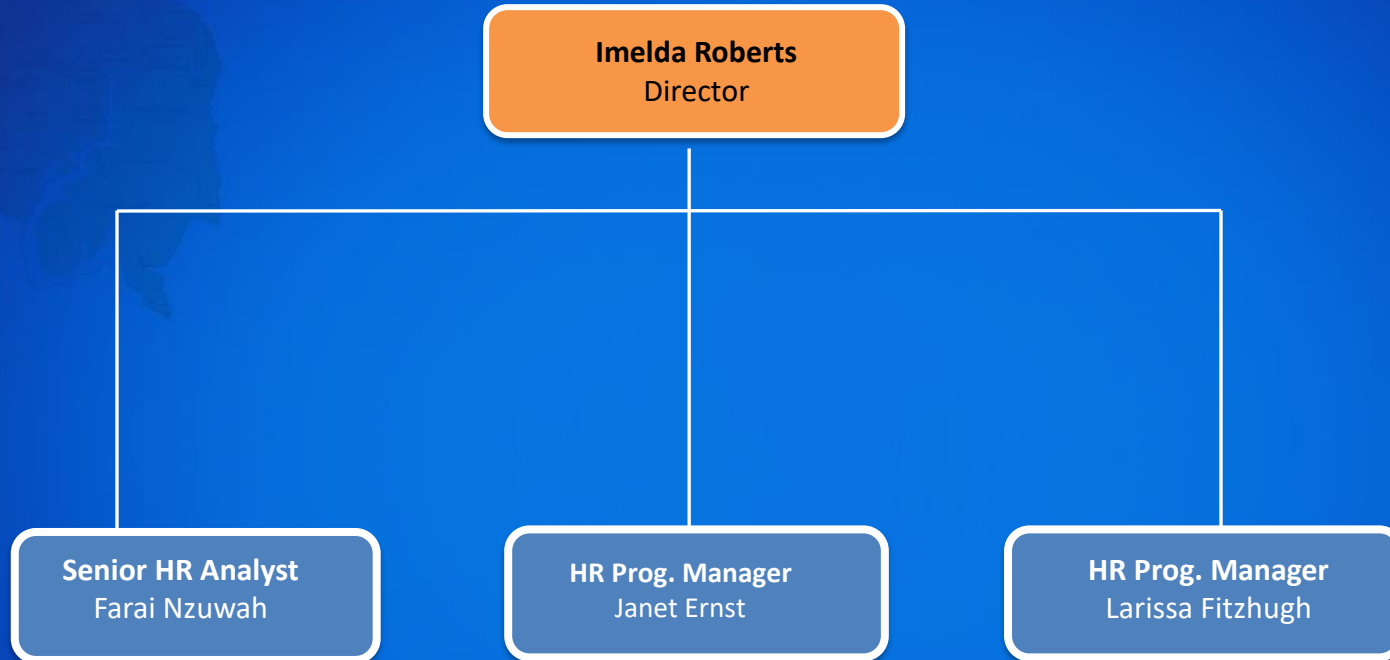
12 FTE

*Contract Support
Contractual Legal Services
Updated 1/2024



12 FTE 2 Vacant
*Contract Support
Updated 1/2024

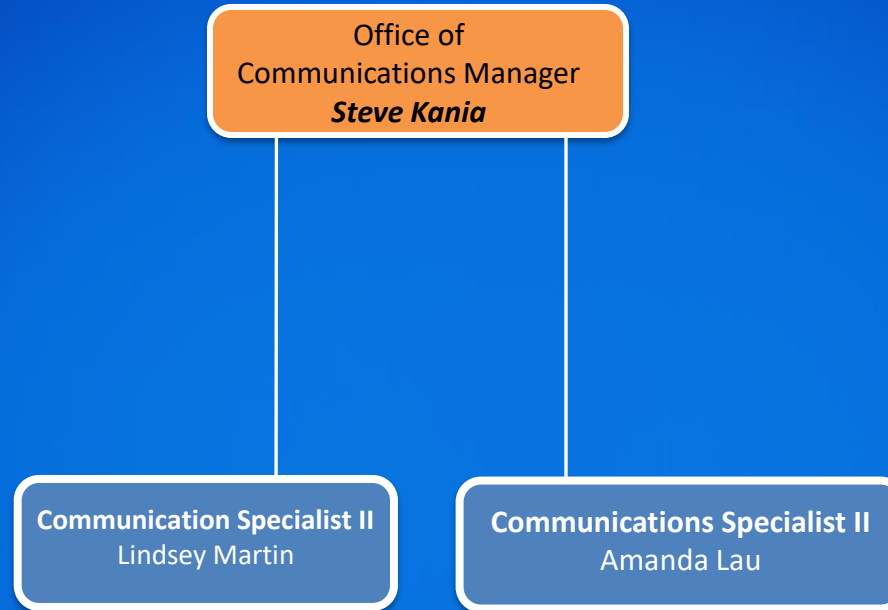
OHRM PROGRAMS



4 FTE

*Contract Support

Updated 1/2024



3 FTE

*Contract Support

Updated 2/2023



Director, Information Technology
Lionel Bernard

Helpdesk Operations

IT Operations Manager
Jose Lemus

Info Tech Specialist
Rizwan Ahmad

Network Operations

***Network Support**
John Austin

***Network Support**
Ted Kramer

Network Engineer
Leon Truong

Cloud Operations

Information Systems Analyst IV
Vacant

Cybersecurity Operations

Cybersecurity Technician
Dominique Richardson



**Director of Community
Planning and Services**
Paul DesJardin

**Housing
Program Mgr.**
Hilary
Chapman

**Sr. Regional
Planner**
Greg
Goodwin

Planner I
Jazmin
Burroughs

**Regional
Planner II**
Shirin
Wilkerson

**Regional
Planner**
John Kent

**Health
Programs
Mgr.**
Vacant



Managing Director
Scott Boggs

**Chief Public Safety &
Health Preparedness**
Scott Fisher

Planner IV
Eli Russ

**Deputy Program
Manager**
Tim Schaible

Senior Planner
Sarah Jewell

**Homeland Security &
Policy Manager(temp)**
Adair Ravencraft

Planner IV
Jess Sadick

Planner III
Brexton Ridley

Planner II (temp)
Jacob Graham

Planner IV
Najia Lodin

Planner II
Bezayet Nadew

**Chief
Water Resources**
Steve Bieber (28%)

**Principal Planner/Tech
Mgr**
John Snarr (28%)

DCS Admin
Pauline Gordley
(temp)

9 FTE

*Contract Support
Updated 1/2024



**Deputy Executive Director
Metropolitan Planning
Kanti Srikanth**

**Food & Agriculture
Planner IV
Lindsay Smith**

**Water Resources
Program Director
Steve Bieber**

**Program
Mgr/Principal
Planner
John Snarr**

**Administrative
Coordinator
Wyetha Lipford**

**Climate, Energy and
Air Program Director
Jeff King**

**Principal
Env.
Planner
Lisa Ragain**

**Principal Env.
Planner
Phong Trieu**

**Env. Planner
IV
Aubin
Maynard**

**Env. Planner II
Sarah Tangren**

**Planner I
Samuel Groat**

**Planner I
Caitlin Bolton**

**Research
Asst.
Elizabeth
Tyler**

**Intern
Vacant**

**Env. Analyst
Coordinator
GIS IV
Christine
Howard**

**Principal Env
planner
Tech Mgr.
Vacant**

**Env.
Engineer
Mukhtar
Ibrahim**

**Sr. Env.
Planner
Heidi
Bonnaffon**

**Intern
Ethan
Izougu**

**Principal
Engineer/Mgr.
Lisa Reynolds**

**Environmental
Engineer II
Ata Adeel**

**Principal Env.
Planner/Tech
Mgr.
Vacant**

**Sr. Env. Planner
Leah Boggs**

**Sr. Env. Planner
Maia Davis**

**Env. Planner III
Katie Dyer**

**Env. Planner I
Alissa Boggs**

**Environmental
Planner I
Robert Christopher**

**Principal Env
Planner/Tech
Mgr.
Jennifer
Desimone**

**Principal Env
Engineer/Tech
Mgr.
Sunil Kumar**

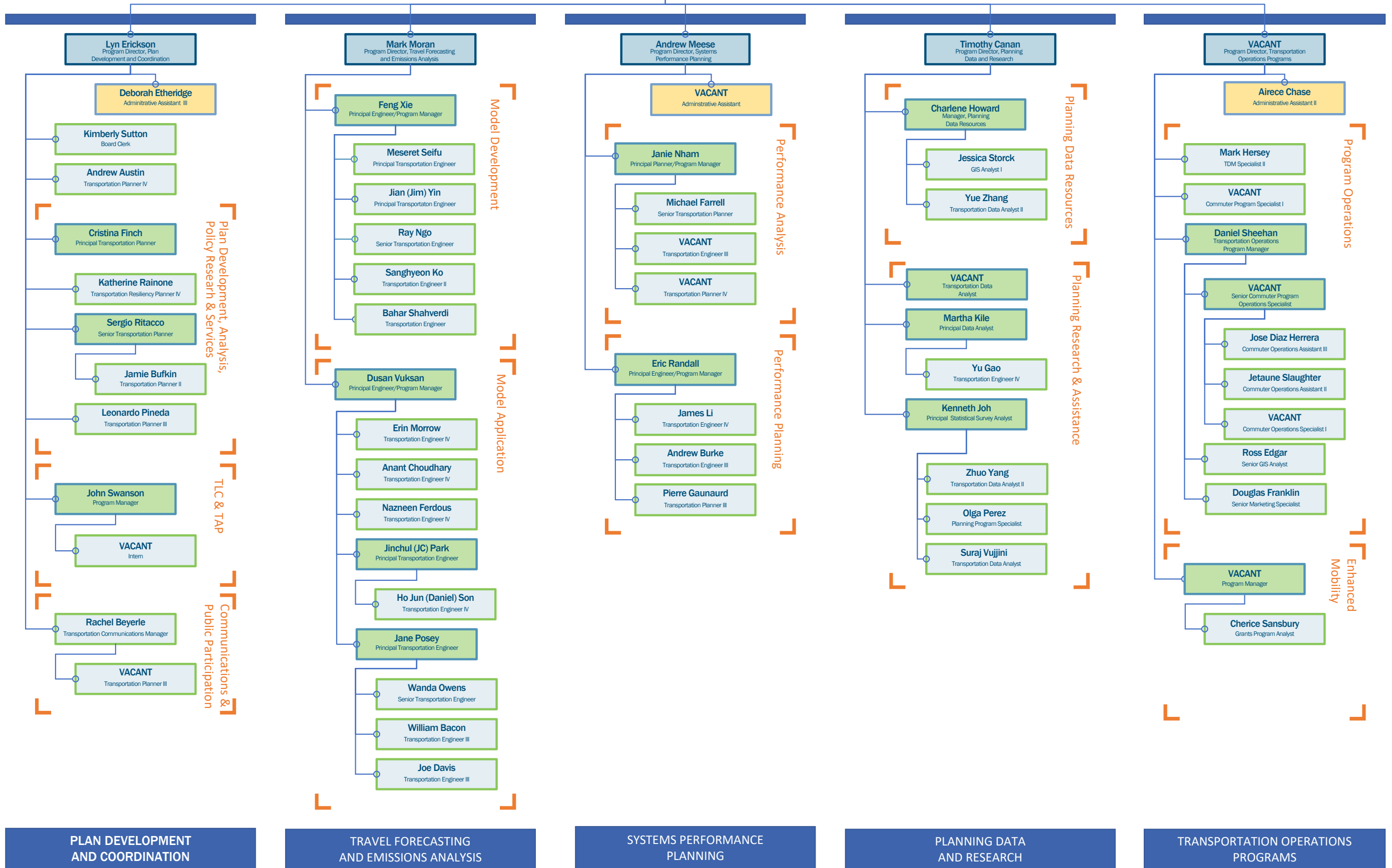
**Principal
Env. Planner
Tech Mgr.
Brian
LeCouteur**

22 FTE 1 vacant
*Contract Support
Updated 1/2024

METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS
DEPARTMENT OF TRANSPORTATION PLANNING

ORGANIZATIONAL CHART – FEBRUARY 2024

Kanti Srikanth
Deputy Executive Director, MWCOG
Director, DTP - MWCOG



PLAN DEVELOPMENT
AND COORDINATION

TRAVEL FORECASTING
AND EMISSIONS ANALYSIS

SYSTEMS PERFORMANCE
PLANNING

PLANNING DATA
AND RESEARCH

TRANSPORTATION OPERATIONS
PROGRAMS

Total Positions: 65

Positions Currently Filled: 54

Positions Currently Vacant: 11